

INTEGRATED TRAINING AREA MANAGEMENT  
**ITAM Learning Module**  
**Army Conservation**

**Lesson #2: Conservation Organizations & Staffs**



## **Introduction**

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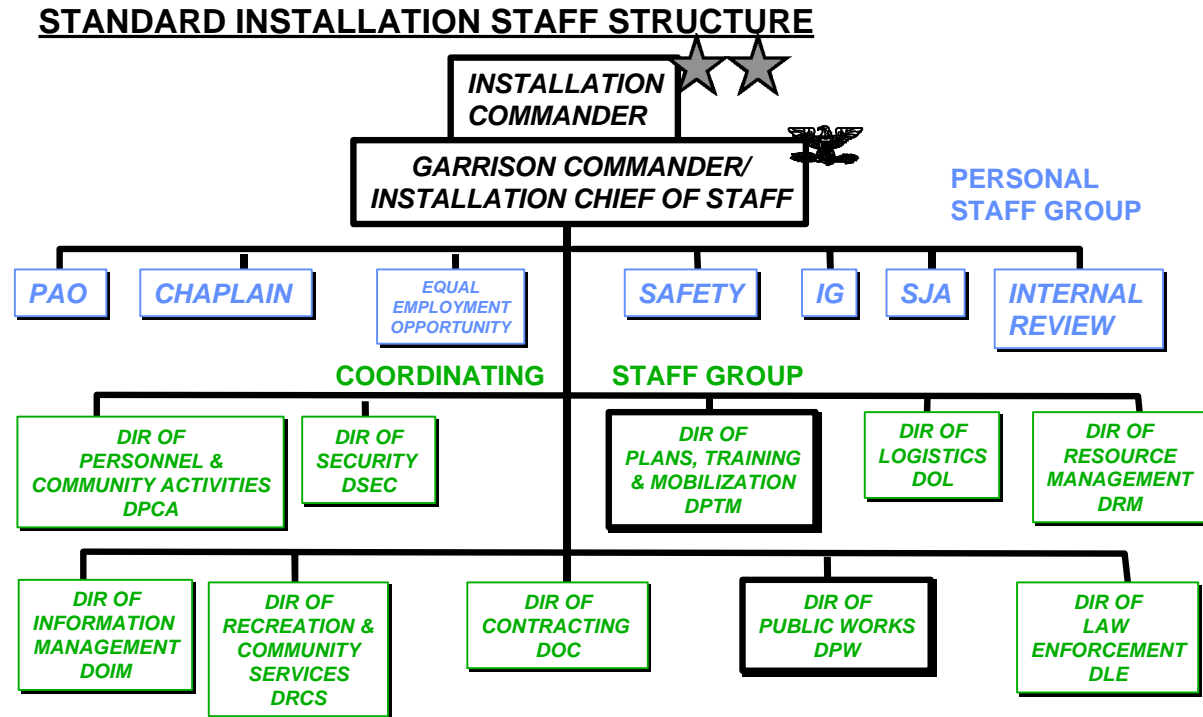
As discussed in Lesson 1, the typical Army installation is a complex land unit of contiguous or near contiguous property that is under the jurisdiction of the Department of the Army. Army training and tactical units are permanently assigned to each installation for the purpose of performing their primary missions in support of national defense.

Each installation can be likened to a civilian community where people work, train, live and play. Whereas every city has some form of government, usually headed by a mayor, and supported by a city council, city staff and other entities, the installation is headed by the Commander, who is ultimately responsible for everything that goes on within the installation. The Commander is supported by an installation staff, which provides expertise in the multiple functional areas needed to run the installation on a daily basis.

There are similarities and differences between the Tactical Staffs of Army units (see the separate *ITAM Learning Module on Tactical Units, and Equipment*) and the Installation Staff. Each staff serves to support the leader in the execution of the mission – in one case warfighting, in the other, operating the installation to support the tenant units. Each staff is coordinated by an Executive Officer, or Chief of Staff. Similarly, each staff consists of a personal staff group and a coordinating staff group.

A typical Installation Staff “wiring diagram” is shown below.

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At the installation, the overall Installation Commander is typically the senior Commander (e.g., the Division Commander – a Major General, or the Corps Commander – a Lieutenant General) on post, often associated with one of the tactical or training units. However, since the senior Commander must deal with the primary mission of testing and/or training, the day-to-day operations of the installation are delegated to a Garrison Commander, who may also serve as the Installation Chief of Staff. The Garrison Commander oversees the personal staff group and coordinating staff group for the installation. The Garrison Commander is typically a Colonel (O-6) or Lieutenant Colonel (O-5), who has received special training and education in the administration and operation of an installation. The officers serving in these highly responsible positions are usually designated by the Army through a competitive selection process at Headquarters, Department of the Army. Often, the Garrison Commander is directly assisted by a senior (executive level) Department of the Army civilian, who is designated as the Deputy Garrison Commander.

Each of the Personal and Coordinating Staff groups consists of a supervisor – either a military officer or Department of the Army civilian (e.g., GS/GM 13,14, 15, etc.), and a staff. On larger installations, these groups are organized into Directorates, as shown in the wiring diagram above. The size of each Directorate may range from several individuals to literally hundreds of

individuals, depending upon its relative mission support requirements. Additionally, these staffs may be augmented by contractor support personnel.

## **Directorate of Public Works**

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Within the environmental program the primary Directorate at the installation is typically the Director of Public Works (DPW). The Director of Public Works, usually an Army Corps of Engineers Lieutenant Colonel (O-5) or Colonel (O-6), serves as the City Engineer. The DPW oversees a large staff with duties to provide services that include:

- Real Property management
- Facility and housing maintenance
- Utility operations
- Roads and grounds maintenance
- Fire prevention and protection
- Refuse collection and disposal
- Custodial services
- Pest management
- Construction design and master planning
- Natural resources management
- Cultural resources management

In a few cases, the environmental management responsibilities, aside from the other engineering functions listed above, are so immense that a separate Directorate, equivalent to the DPW, exists. In either case the execution of the Conservation program for an installation is primarily the responsibility of the Directorate of Public Works, or its counterpart.

The Conservation staff is usually a sub-unit within the Directorates mentioned above. The Conservation staff may consist of foresters, wildlife biologists, botanists, watershed scientists, land rehabilitation specialists, computer and data analysts, archeologists, and other specialists associated with the functions of natural and cultural resources management. The Conservation staff works closely with related federal, state and local agencies, such as the Natural Resources Conservation Service (NRCS), U.S. Fish & Wildlife Service (USFWS), U.S. Geological Survey (USGS), and State game and wildlife management agencies, to name a few.

The staff may also coordinate the expertise of non-profit conservation groups and universities to better understand and manage the unique resources on the installation. The Conservation staff also provides educational outreach and environmental awareness for soldiers, units, school groups and the general public. They may have close contact with the public in terms of multiple land use activities, such as hunting, fishing, hiking and other recreational pursuits on installation property.

The Conservation staff works closely with other Directorates on the installation with respect to natural and cultural resources management issues. One of these closely associated Directorates is the Directorate of Plans, Training and Mobilization (DPTM).

## **Directorate of Plans, Training and Mobilization**

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The Directorate of Plans, Training and Mobilization (DPTM) serves as the Installation G3, or Operations staff component (see *Tactical Units, Organizations & Equipment Learning Module*). The primary functions of the DPTM include:

- Plans and operations for support of TO&E units
- Training and training support
- Mobilization for Reserve components
- Operation of Army airfields
- Range operations
- Integrated Training Area Management (ITAM)

The Director is usually a Lieutenant Colonel (O-5) or Colonel (O-6) who is most likely a Combat Arms officer familiar with combat readiness, resident unit missions and range operations. As indicated above, the DPTM works closely with Range Operations personnel who generally work at Range Control, and Airfield Operations personnel who generally work at the Airfield.

Additionally, the DPTM oversees the implementation of the ITAM program at the installation. The ITAM Coordinator works directly for the Director and provides coordination with DPW/Conservation personnel on the full spectrum of land and natural resources management issues as they affect mission training and testing. ITAM funding for priority projects is determined by the Director, DPTM through consultation with the ITAM Coordinator.

## **Installation Environmental Quality Control Committee (EQCC)**

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Although not a formal installation staff function, each installation has an Environmental Quality Control Committee, composed of members representing the command, operations, training, engineering, planning, environmental, legal, safety, public affairs and other designated functions. The EQCC helps to plan, execute and monitor environmental actions and programs, including natural resources. The Committee identifies issues, makes recommendations, and advises the Installation Commander on priorities, policies, and strategies for the compliance, management, and enhancement of the integrated environmental and natural resources programs.

The EQCC is scheduled to meet quarterly, at a minimum. They may invite representatives from federal and state agencies and local civilian conservation groups to attend the meetings as guests.